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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Support account for peacekeeping operations

Report of the Advisory Committee on Administrative and Budgetary Questions

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the financial performance of the support account for peacekeeping operations for the period from 1 July 1997 to 30 June 1998 (A/53/854). The Committee has also considered the report of the Secretary-General on the estimated requirements for the support account for the period from 1 July 1999 to 30 June 2000 (A/53/854/Add.1). During its consideration of the reports, the Committee met with the Under-Secretary-General for Peacekeeping Operations and other representatives of the Secretary-General, who provided additional information and clarifications.

Financial performance report for the period from 1 July 1997 to 30 June 1998

2. The General Assembly, in its resolution 51/239 A of 17 June 1997, authorized an amount of $32.4 million for post (a total staffing establishment of 346 posts) and non-post requirements for the period from 1 July 1997 to 30 June 1998. The expenditures for that period amounted to $28.5 million, resulting in an unutilized balance of $3.9 million. As indicated in the performance report (A/53/854, para. 20), the unutilized balance is largely the result of savings under staff costs arising from the higher rate of post vacancy (8.8 per cent) than budgeted (5 per cent) and from variances between standard costs and actual costs experienced. The Committee recalls that in a previous report (A/52/892, para. 2), it recommended that in future the vacancy factor for support account posts be increased from 5 per cent to 8 per cent (see para. 9 below).

3. The performance report (paras. 3–17) provides a description of major developments related to backstopping for peacekeeping operations. The Committee welcomes this information although it should have been more analytical and should have explained important administrative issues which had impacted on the implementation of the approved budget under the support account, as recommended by the Committee (A/52/892, para. 4). The Committee was assured that it was the intention of the Secretariat to improve the document by implementing the Committee's recommendation in the next budget submission.

4. The Committee commends the Secretariat for measures to better monitor the use of the support account resources. At the same time, the Committee points out that information included in the performance report should have provided a better explanation of the variances in the budget implementation under both staff and non-staff budget lines and their impact on backstopping activities. The Committee requests that the next performance report on the support account provide such an explanation.

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5. The action to be taken by the General Assembly in connection with the performance report is indicated in paragraph 21 of that report (A/53/854). The Committee recommends that the unencumbered balance of $3,865,800 for the period from 1 July 1997 to 30 June 1998 be applied to the resources required for the period from 1 July 1999 to 30 June 2000.

Cost estimates for the period from 1 July 1999 to 30 June 2000

6. The Secretary-General estimates support account resource requirements for the period from 1 July 1999 to 30 June 2000 at $36,065,600 (net), which would mainly provide for the staffing of 406 temporary posts, reflecting a proposed increase of 6 posts compared with the current staffing table.

7. The Committee notes an improvement in the format and content of the Secretary-General's proposed budget. The report is more concise and it has been submitted on time. The structure of the report has improved and the report contains fewer errors and omissions, compared with the previous report (A/52/837 and Corr.1); it also includes important workload statistics for prior periods. The Committee notes an improvement in the quality and timeliness of receipt from the Secretariat of information requested by the Committee. However, information requested by the Committee on the functional description and grade levels of posts was not received.

8. The Committee is of the view that future improvements should be geared towards further streamlining of the report without compromising the quality of the information and the necessary details required. There is also a need to provide more analysis and to improve wherever possible the relationship between workload and resources requested. For example, performance workload statistics for prior periods could be included in the performance report, while the proposed budget should reflect mostly estimates of the current and anticipated workload as well as proposed activities.

9. The Committee notes from the report (A/53/854/Add.1, para. 2) that a vacancy turnover factor of 5 per cent for Professional staff and 2.5 per cent for General Service staff has been applied in the costing exercise. The Committee was informed that a great effort had been made to fill vacant support account posts in view of the phasing out of the gratis personnel. The Committee was provided with statistics on the incumbency situation (see annex I to the present report) which show that the vacancy rate in the category of Professional staff during the current budget period varied from 10.1 per cent (during July and September 1998) to 33.6 per cent (during November 1998) and in the category of General Service staff it varied from zero (during August 1998) to 7.1 per cent (during October 1998). The vacancy rate for the month of February 1999 was 20.3 per cent for Professional staff and 0.5 per cent for General Service staff. The Committee recommends the use of an 8 per cent vacancy factor for Professional posts and zero per cent for General Service posts.

10. In response to observations and recommendations of the General Assembly and the Committee, the report provides information on the structure and functions of the Department of Peacekeeping Operations (paras. 6 to 22), on the relationship between that Department and the Department of Political Affairs (paras. 23 to 31) and on the roles and responsibilities of the Department of Peacekeeping Operations and the Department of Management in the provision of administrative support to peacekeeping operations (paras. 32 to 34).

11. As indicated in paragraph 6 of the report, a new structure of the Department of Peacekeeping Operations is being put in place, which will result in the consolidation of military expertise in a newly created Military and Civilian Police Division, the transformation of the Office of Planning and Support into the Office of Logistics, Management and Mine Action, the completion of the transfer of the Situation Centre to the Office of Operations, the integration of the Policy Analysis Unit and the Lessons Learned Unit under the direct authority of the Under-Secretary-General and the consolidation and rationalization of the structure of the Field Administration and Logistics Division. The Committee was informed that the Secretariat intended to bring this matter to the attention of the Special Committee on Peacekeeping Operations. The Advisory Committee trusts that the General Assembly will have the benefit of the views of that Committee by the time it takes up the support account.

12. The Committee notes from paragraph 13 of the report that following the recent phase-out of gratis personnel those military officers who remained were thinly spread across several small units. In the new structure, military personnel are consolidated in the new Military and Civilian Police Division, which consists of the Military Adviser's Office, the Military Planning Service, the Civilian Police Unit and the Training Unit. According to the Secretary-General, this will enhance leadership and guidance. The Committee further notes the statement that "with all military personnel now working in one Division, it is essential to ensure that the Military and Civilian Police Division is fully integrated with the rest of the Department". The Under-Secretary-General for Peacekeeping Operations informed the Committee that a coordinating mechanism is being

established to address the potential risk of disconnection between military and civilian expertise. The Committee recommends that the organizational effectiveness and efficiency of the proposed changes be carefully monitored and that a review be made should experience with the new structure so require.

13. As indicated in paragraph 15 of the report, the Military Planning Service of the new Military and Civilian Police Division, in addition to its primary responsibility of providing advice on the tasks and configuration of the military components of new peacekeeping operations and developing the detailed concept of operations for the military component, will also be responsible for the Rapidly Deployable Mission Headquarters, which was designed to provide rapid deployment to newly mandated peacekeeping operations. The Committee commented extensively on the Rapidly Deployable Mission Headquarters in its previous report (A/53/418, paras. 10–17). The General Assembly, in paragraph 7 of its resolution 53/12, requested a comprehensive review of the Rapidly Deployable Mission Headquarters. The relationship between the Rapidly Deployable Mission Headquarters and the Military Planning Service is described in paragraphs 16 and 17 of the Secretary-General's report, and its primary tasks are detailed in the annex thereto.

14. The Secretary-General indicates in paragraph 15 of his report that "the Rapidly Deployable Mission Headquarters is not yet operational, nor will it become so without adequate resources: eight posts are considered the minimum requirement". While the Committee acknowledges that some attempt to clarify the role of the Rapidly Deployable Mission Headquarters and the Military Planning Service has been made, the comprehensive review called for in paragraph 7 of General Assembly resolution 53/12 has not yet been submitted. The information in paragraph 17 of the Secretary-General's report and the tasks set out in annex I indicate the potential for duplication in areas of training and planning. The Committee requests that the required comprehensive review be made available before the next budget submission.

15. The Committee notes the proposal in paragraph 19 of the Secretary-General's report that the Office of Planning and Support, which had comprised the Field Administration and Logistics Division and the Planning Division, be reconfigured into the Office of Logistics, Management and Mine Action. As indicated in paragraph 8 of the report, the Mine Action Service serves as a focal point within the United Nations system for all mine-related activities. This being the case, the Committee is of the view that the question of cost-sharing arrangements with other organizations, programmes and agencies of the United Nations system should be dealt with in the next budget submission.

16. Furthermore, the Committee is of the view that future budget submissions for the support account should fully disclose extrabudgetary resources, including post and non-post requirements related to mine action activities.

17. The Committee recalls that in its previous report (A/53/418, para. 41), it expressed concern about what appeared to be an excessive fragmentation in the organizational structure of the Field Administration and Logistics Division, which comprises a large number of small units, and requested that the structure be reviewed. Information on the reorganization and restructuring of the Division is contained in the Secretary-General's report (paras. 20–21), which shows that the number of units in the Division has decreased and its structure has become less fragmented and complex. The Committee was informed upon inquiry, however, that it was not possible to release more staff resources after the reorganization of the Division because of the phase-out of a large number of gratis personnel. The Committee was not satisfied with the quality of the information provided; it believes that greater clarity is needed on the issue of the fragmentation in the Division and requests that this be provided to the Fifth Committee in May 1999.

18. As recalled in the previous report of the Committee (A/53/418, para. 8), the General Assembly had requested that the Secretary-General ensure the clear delineation of responsibilities between the Department of Peacekeeping Operations and the Department of Political Affairs (resolutions 50/214 and 52/220). According to the Secretary-General, a review of the relationship between the two Departments has been undertaken, in which the functions of the regional divisions in each Department were analysed and the question of possible overlap and duplication was addressed (A/53/854/Add.1, para. 23). The Committee notes the results of the review (ibid., paras. 24–31) and, recalling, *inter alia*, its comments contained in its second report on the proposed programme budget for the biennium 1998–1999 (A/52/7/Add.1, para. 23), emphasizes that efforts should continue to be made to avoid duplication and overlapping in the day-to-day work of the Department of Political Affairs and the Department of Peacekeeping Operations.

19. Paragraphs 35 and 36 of the Committee's previous report (A/53/418) contain its comments on the Situation Centre: the Committee recalled that it had requested that the operation of the Centre be evaluated with a view to determining its cost-effectiveness and expressed its dissatisfaction with regard to the manner in which the

evaluation of the Centre had been conducted and the results of the evaluation; the Committee also expressed its view that functions assigned to the Information and Research Unit should be streamlined. The functions and workload statistics for the Centre are set out in paragraph 50 of the Secretary-General's report (A/53/854/Add.1). The representatives of the Secretary-General informed the Committee that the evaluation of the Centre was not carried out during the current budget period in view of the considerable decrease in staff resources after the phasing out of the gratis personnel assigned to the Centre. As a consequence, the Centre was divested of the Information and Research Unit and is responsible now for three main functions, namely, (a) maintaining round-the-clock communications with the field; (b) collecting and disseminating timely and relevant information, including maintaining statistics on peacekeeping operations; and (c) providing crisis management facilities. The Committee was informed that the Secretariat will rely on Member States for some of the information previously provided by the Information and Research Unit. The Committee was also informed that the proposed staffing for the Centre of 15 Professional and 3 General Service staff is the minimum required to keep it operational 24 hours a day, seven days a week. The Committee requests the Secretary-General to inquire more intensively into opportunities for cooperation among facilities with a compatible purpose in other entities of the United Nations system in New York.

20. The Committee was provided with additional information on the functions performed by the 18 staff of the Situation Centre (see annex II to the present report). While the Committee notes the new arrangement concerning the Centre, it is of the view that its staff should not perform functions which should normally be assigned to desk officers of the Department of Peacekeeping Operations and the Department of Political Affairs. Moreover, the feasibility should be examined of more widely disseminating information gathered by the Centre.

21. The Committee requested clarification with regard to the outstanding tasks remaining for completed and closed peacekeeping operations for the period from 1 July 1999 to 30 June 2000, as described in section V of the Secretary-General's report; it also requested an estimate of the outstanding workload and the related staff resources that would be required for the work. The Committee was provided with additional information (see annex III to the present report) which however dealt only with tasks to be performed by the Field Administration and Logistics Division and provided the estimates only in respect of the Logistics and Communications Service (133 person-months).

22. From this information and testimony by representatives of the Secretary-General and from the report of the Board of Auditors,[1] the Committee concludes that a critical evaluation should be made of the efficiency of the units handling the outstanding tasks throughout the Secretariat. There is a need to examine the extent to which the number of units handling a particular task could be reduced or better coordinated. It is also essential at all times for the Secretariat officials concerned to have the capacity to determine whether the delays in performing tasks are due to lack of staff resources or some other cause; such knowledge would considerably facilitate efforts to search for an appropriate solution.

23. As indicated in paragraph 6 above, the Secretary-General proposes the staffing of 406 support account posts, a net increase of 6 posts. The Committee was informed that the level of resources requested in the context of the support account budget for the year 1 July 1999 to 30 June 2000 is adequate to provide backstopping for peacekeeping activities. The representatives of the Secretary-General indicated that they would request additional resources should the need arise.

24. In its post-by-post review of the proposed staffing requirements for the current budget period, the Committee recommended that 393 support account posts be established, 29 of them through redeployment from within the existing support account establishment throughout the Secretariat (see A/53/418). The General Assembly in its resolution 53/12 authorized 400 posts. With regard to the Rapidly Deployable Mission Headquarters, the staffing requirements of which were examined by the Committee in 1998, the Committee had agreed that those posts were needed; it recommended, however, that six of those posts be filled through redeployment from within the existing support account establishment throughout the Secretariat. The General Assembly, in paragraph 8 of its resolution 53/12, decided to revert to the issue of these six posts on the basis of additional information requested. The General Assembly also decided that one post for the Office of Internal Oversight Services, which the Committee had recommended should be provided through redeployment, should be an additional post.

25. Of the 22 posts remaining to be provided through redeployment, the Secretariat has identified 16 posts as follows:

	Post reduction		*Post addition*	
Department/Office/Division/Unit	*Level*	*Functional Title*	*Level*	*Functional Title*
Department of Peacekeeping Operations				
Office of the Under-Secretary-General				
Executive Office	(1) P-2	Administrative officer		
Office of Logistics, Management and Mine Action				
Field Administration and Logistics Division				
Finance Management and Support Services	(1) GS (Other level)	Administrative clerk	1 GS (Principal level)	Contingent-owned Equipment Unit claims assistant
			2 GS (Principal level)	Finance assistants (Africa, Europe, Latin America)
Logistics and Communications Service	(1) P-3	Engineering officer	1 P-4	Contracts management officer
	(1) GS (Principal level)	Logistics assistant	1 P-2	Contracts management officer
	(2) GS (Principal level)	Logistics support staff	2 P-3	Transport officers
			2 P-3	Logistics operations officers
			1 P-4	Chief, Communications Unit
			2 P-3	Communications desk officers
			1 P-3	Systems analyst/programmer (field assets control system/ field mission logistics system)
			3 GS (Other level)	Electronic data-processing and administrative assistants
Personnel Management and Support Services	(1) P-2	Personnel officer		
	(1) GS (Other level)	Personnel support staff		
Department of Management				
Office of Programme Planning, Budget and Accounts	(2) P-3	Finance officers		
Peacekeeping Financing Division				
Office of Human Resources Management	(1) P-4	Human resources officer		
Operational Services Division	(1) P-3	Human resources officer		
Office of Common Support Services	(4) P-3	Procurement officers		
Procurement Division				

As indicated in the Secretary-General's report (A/53/854/Add.1, para. 33), the redeployment of these 16 posts is proposed for the period from 1 July 1999 to 30 June 2000. The Committee points out, however, that it had recommended that the redeployment take place during the current budget period.

26. The Committee was informed that the Secretariat's proposed funded staffing level of 406 posts for the support account took account of the redeployment of eight posts from the Department of Management units to the Department of Peacekeeping Operations, the redeployment within the Department of Peacekeeping Operations of eight other posts

and the request for six additional posts for the Rapidly Deployable Mission Headquarters. The Committee was also informed that the Secretariat was unable to identify any further posts that could be redeployed at this time. In view of the scope and role and the current overall dollar level of peacekeeping operations, the Secretariat considered that the remaining six posts originally identified by the Committee (see A/53/418) would not be required.

27. The Committee points out that in recent years staffing requirements for backstopping peacekeeping operations have been met in significant numbers through the provision of gratis personnel. According to representatives of the Secretary-General, while the proposed increase in support account posts could be questioned when seen only in the context of the reduction in the level of peacekeeping activities, it must also be seen against the phasing out of gratis personnel, which has resulted in a significant reduction in the number of overall personnel backstopping peacekeeping operations. The Committee was provided with the following statistics on backstopping personnel, including both support account posts and gratis personnel (when appropriate), for backstopping United Nations peacekeeping operations:

1995–1996	530
1996–1997	485
1997–1998	486
1998–1999[a]	400
1999–2000	406

[a] Excluding gratis personnel phased out between 1 July 1998 and 28 February 1999.

28. According to the Secretariat, there is no direct link between the number and size of peacekeeping operations and the number of support account posts. However, as pointed out by the Committee (A/53/418, para.7), a substantial diminution in peacekeeping operations must have a significant impact on backstopping requirements not only for the Department of Peacekeeping Operations but also for other departments. The Committee points out that the overall level of peacekeeping troops has declined from a high of 73,200 in 1994 to 20,500 in 1998 and the budgets from more than $3 billion to about $1 billion, respectively. Moreover, the delegation of authority to the field and the use of new technology should affect the level of support for peacekeeping operations at Headquarters. The Committee was informed by the representative of the Secretary-General that there is room for more delegation of authority to the field. The Committee requests that the effect of these changes be analysed and reflected in the context of the next budget submission.

29. The Committee points out that the challenge before the Secretariat is to identify more clearly the optimum capacity needed for Headquarters to maintain support for the current missions, to launch new missions and to perform liquidation functions for immediately or previously terminated missions. Upon inquiry, the Under-Secretary-General for Peacekeeping Operations acknowledged that it was not currently possible to determine, for example, what would be the optimum military capacity required at Headquarters. In the opinion of the Committee, that optimum can only be determined after the Department of Peacekeeping Operations has had the experience of adjusting to the phase-out of gratis personnel. Under the circumstances, the Committee recommends that the current support account staffing of 400 posts be maintained for the budget period from 1 July 1999 to 30 June 2000; the Committee reiterates its previous recommendation that the need for six additional posts for the Rapidly Deployable Mission Headquarters should be accommodated through redeployment within the existing support account establishment throughout the Secretariat (see para. 24 above).

30. The Committee notes that the budget has no provision for staff assessment. The Committee was informed that since the cost of the support account is currently absorbed within the appropriation of each peacekeeping mission, staff assessment is provided from within those appropriations. The salaries for support account staff are calculated on a net basis so as not to duplicate the requirement for staff assessment. Any reimbursement of taxes is charged to the Tax Equalization Fund. The Committee recalls that a similar approach to staff assessment was taken in the preparation of the budget for the United Nations Logistics Base at Brindisi, in respect of which the Committee has recommended that, commencing with the budget for the biennium 2000–2001, the standard procedures for dealing with staff assessment be applied. The Committee requests that this recommendation should also apply to the support account.

31. The actions to be taken by the General Assembly in connection with the financing of the support account for the 12-month period from 1 July 1999 to 30 June 2000 are set out in paragraph 35 of the report (A/53/854/Add.1). In view of its observations and recommendations set out above (see, in particular, para. 29), the Committee recommends that the General Assembly approve the overall staffing of 400 temporary posts. Accordingly, and taking into account paragraph 9 above, the Committee further recommends that the General Assembly approve total staffing and non-staffing

requirements of $34,887,100 under the support account for the period from 1 July 1999 to 30 June 2000. Moreover, as recommended in paragraph 5 above, the unencumbered balance of $3,865,800 for the period from 1 July 1997 to 30 June 1998 should be applied to resources required for the support account for the period from 1 July 1999 to 30 June 2000. The balance to be prorated among the individual active peacekeeping operation budgets to meet the requirements of the support account for the period from 1 July 1999 to 30 June 2000 amounts to $31,021,300.

Notes

[1] *Official Records of the General Assembly, Fifty-third Session, Supplement No. 5* (A/53/5), vol. II.

Annex I

Support account vacancies as at 28 February 1999

		1998						1999	
	Authorized level	*July*	*August*	*September*	*October*	*November*	*December*	*January*	*February*
Executive Office of the Secretary-General									
Professional									
D-2	1						1	–	1
D-1									
P-5	1								
P-4									
P-3									
P-2/P-1									
Subtotal	**2**	–	–	–	–	–	**1**	–	**1**
General Service									
Principal level									
Other level	1								
Subtotal	**1**	–	–	–	–	–	–	–	–
Total	**3**	–	–	–	–	–	**1**	–	**1**
Department of Peacekeeping Operations									
Professional									
D-2									
D-1	8				1	1	1	1	1
P-5	18	1	3	2	4	4	5	5	4
P-4	60	7	7	7	26	26	25	25	9
P-3	51	6	5	5	26	29	24	20	13
P-2/P-1	5				1				
Subtotal	**142**	**14**	**15**	**14**	**58**	**60**	**55**	**51**	**27**
General Service									
Principal level	7				5	4			
Other level	130	5	–	6	4	4	9	8	7
Subtotal	**137**	**5**	–	**6**	**9**	**8**	**9**	**8**	**7**
Total	**279**	**19**	**15**	**20**	**67**	**68**	**64**	**59**	**34**

		1998						1999	
	Authorized level	*July*	*August*	*September*	*October*	*November*	*December*	*January*	*February*
Financial Management Office									
Professional									
D-2									
D-1									
P-5									
P-4	2								
P-3	1								
P-2/P-1									
Subtotal	**3**	–	–	–	–	–	–	–	–
General Service									
Principal level									
Other level	3								
Subtotal	**3**	–	–	–	–	–	–	–	–
Total	**6**	–	–	–	–	–	–	–	–
Office of Human Resources Management									
Professional									
D-2									
D-1									
P-5	1								
P-4	5	1	1	1	2		1	1	1
P-3	1								1
P-2/P-1									
Subtotal	**7**	**1**	**1**	**1**	**2**	–	**1**	**1**	**2**
General Service									
Principal level									
Other level	6								
Subtotal	**6**	–	–	–	–	–	–	–	–
Total	**13**	**1**	**1**	**1**	**2**	–	**1**	**1**	**2**

		1998						1999	
	Authorized level	*July*	*August*	*September*	*October*	*November*	*December*	*January*	*February*
Office of Central Support Services									
Professional									
D-2									
D-1									
P-5	1								
P-4	9	1	1		1	2		1	1
P-3	9	2	1	1	1	1	4	4	4
P-2/P-1	1	1	1	1	1	1			
Subtotal	**20**	**4**	**3**	**2**	**3**	**4**	**4**	**5**	**5**
General Service									
Principal level									
Other level	14							1	
Subtotal	**14**	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**
Total	**34**	**4**	**3**	**2**	**3**	**4**	**4**	**6**	**5**
Office of Internal Oversight Services									
Professional									
D-2									
D-1									
P-5	1								
P-4	7		1	1	2	2	1	2	1
P-3	3		1	1	1	1	1	1	1
P-2/P-1									
Subtotal	**11**	**–**	**2**	**2**	**3**	**3**	**2**	**3**	**2**
General Service									
Principal level									
Other level	1								
Subtotal	**1**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total	**12**	**–**	**2**	**2**	**3**	**3**	**2**	**3**	**2**

		1998						1999	
	Authorized level	*July*	*August*	*September*	*October*	*November*	*December*	*January*	*February*
Office of Legal Affairs									
Professional									
D-2									
D-1									
P-5	1								
P-4	1								
P-3	1								
P-2/P-1									
Subtotal	**3**	–	–	–	–	–	–	–	–
General Service									
Principal level									
Other level									
Subtotal	–	–	–	–	–	–	–	–	–
Total	**3**	–	–	–	–	–	–	–	–
Office of Programme Planning, Budget and Accounts/ Peacekeeping Forces Division									
Professional									
D-2	1								
D-1	1	1	1	1	1	1	1	1	1
P-5	3								
P-4	9	1			1	2	2	2	1
P-3	5	1	1	1	1	1	1	1	2
P-2/P-1									
Subtotal	**19**	**3**	**2**	**2**	**3**	**4**	**4**	**4**	**4**
General Service									
Principal level	1								
Other level	12								
Subtotal	**13**	–	–	–	–	–	–	–	–
Total	**32**	**3**	**2**	**2**	**3**	**4**	**4**	**4**	**4**

	Authorized level	1998 July	1998 August	1998 September	1998 October	1998 November	1998 December	1999 January	1999 February
Office of Programme Planning, Budget and Accounts/ Accounts Division									
Professional									
D-2									
D-1									
P-5	1								
P-4	3			1	2	2	2	2	2
P-3	5							1	1
P-2/P-1	1								
Subtotal	**10**	–	–	**1**	**2**	**2**	**2**	**3**	**3**
General Service									
Principal level									
Other level	8				4				
Subtotal	**8**	–	–	–	**4**	–	–	–	–
Total	**18**	–	–	**1**	**6**	**2**	**2**	**3**	**3**
Grand total									
Professional									
D-2	2	–	–	–	–	–	1	–	1
D-1	9	1	1	1	2	2	2	2	2
P-5	27	1	3	2	4	4	5	5	4
P-4	96	10	10	10	34	34	31	33	15
P-3	76	9	8	8	29	32	30	27	22
P-2/P-1	7	1	1	1	2	1	–	–	–
Subtotal	**217**	**22**	**23**	**22**	**71**	**73**	**69**	**67**	**44**
General Service									
Principal level	8	–	–	–	5	4	–	–	–
Other level	175	5	–	6	8	4	9	9	1
Subtotal	**183**	**5**	–	**6**	**13**	**8**	**9**	**9**	**1**
Grand total	**400**	**27**	**23**	**28**	**84**	**81**	**78**	**76**	**45**

Annex II

Staffing of the Situation Centre of the Department of Peacekeeping Operations

Posts	*Title*	*Description*
1 D-1	Chief	Manages the Situation Centre.
1 P-5	Deputy Chief	Deputy; also, as military officer, provides professional military advice and training.
1 P-4	Head, Automation Support	Manages automation and teleconferencing services and training for staff, maintains databases.
1 P-4	Liaison officer	Provides contacts with other units in terms of requirements, undertakes research projects, develops and maintains crisis management procedures and support (position currently used as duty room operations officer).
1 P-4	Duty room Head	Edits reports, manages shift system for operations officers including supervision.
10 P-3	Operations officer	Monitors developments around the world with focus on field missions and safety and security of United Nations staff, maintains contact with field missions, prepares situation reports, provides crisis management support.
1 GS (Other level)	Head clerk	Manages correspondence, filing, also edits report and undertakes background research for the Situation Centre.
1 GS (Other level)	Clerk	Undertakes correspondence, filing, editing, maintains contact list database and weekly listings.
1 GS (Other level)	Automation support technician	Maintains specialized equipment and software, assists in training, designs and maintains Web sites.

Notes

- Operations officers include a mix of civilian and military personnel to reflect the skills and knowledge required in the area of peacekeeping.
- Staffing of the duty room is done on a 24-hour basis, 7 days a week, ensuring continuous coverage and continuity. Shifts are approximately 12.5 hours long (including 15 minutes overlap at the beginning and end of shifts). Two officers are on duty at all times.
- To operate a shift system of this nature normally requires 13 operations officers. Ten positions are currently located to this function. The calculation is as follows: A year includes 24 x 365 hours = 8,760 hours. A United Nations employee operating under normal conditions works 46 weeks x 37.5 hours, less 10 holidays, for a total of 1,635 hours. This produces a requirement for 5 1/3 persons per position. At least one additional person-year is required per position to reflect rotation of personnel and consequent gaps, training, illness, and the consequences of having operations officers working nights at least half of their time on the job.

Annex III

Outstanding tasks to be completed by the Field Administration and Logistics Division

Finance Management and Support Service

The Standard Ratios and Standard Cost Manual for peacekeeping operations is updated by the Systems and Data Analysis Unit. A full review of the Manual is currently outstanding. Additional work hours are required to maintain and enhance the peacekeeping database and other automated tools for claims processing.

Logistics and Communications Service

The Service is limited by its inability to conduct proactive management planning; it is now almost wholly in reactive mode.

Review and updating of logistics policy and procedure documents have been postponed indefinitely.

Slow technical reviews in support of Headquarters-level procurement action, coupled with inadequate resources to determine the most cost-effective means of meeting mission support requirements, have led to delayed, less effective and sometimes more expensive responses to missions' support requirements.

Slow technical reviews of cost estimates subsequently resulting in late budget submissions.

Contract closeouts for various liquidated missions have not been completed, and are subject to further delays.

Work remains outstanding on 17 memoranda of understanding for the implementation of new reimbursement procedures for contingent-owned equipment.

Delays in provision and installation of communications and electronic data-processing technical support to users at both Headquarters and mission levels.

Increasing delays in the implementation of new cost-saving transport-related projects, such as disposal of vehicles, global contract for batteries and tyres, container management, memorandum of understanding with the World Food Programme for ship chartering.

Delays in producing revised specifications and finalization of new engineering support services contract for the upcoming three-year period.

Development of common engineering standards and specifications — postponed indefinitely.

It is estimated that, at the time of writing, about 11 person-years of additional effort would be required to complete the tasks presented above, broken down as follows:

Electronic support services	34 person-months
Engineering	27 person-months
Logistics operations	24 person-months
Supply	20 person-months
Transport	28 person-months
Total, Logistics and Communications Service	**133 person-months**

Personnel Management and Support Service

Given the limited staffing capacity of the Service, its operations are more reactive than proactive: a greater focus on Headquarters strategic planning and staff resource management would lead to improved service delivery and increased effectiveness in meeting operational and administrative needs in the field.

On the basis of the results of a workload audit conducted within the Service during the period from October 1997 to February 1998, Professional staff devoted an average of 20.5 per cent of time above and beyond the normal work week to maintain the level of services it has been providing to field missions. Despite these efforts, the Service currently lists the following tasks as outstanding work to be completed:

- Applications management — review of applications and entry of suitable candidates into a peacekeeping database for consideration in connection with vacancies as they occur (estimated at approximately 4,650 applications).
- Delays in maintenance of staff records, which create difficulties in personnel management and administration.
- Delays of up to one year in reviewing/processing recommendations received from field missions.
- Delays in preparation of standard operating procedures to permit further delegation of authority to the field and streamlining of administrative processing (e.g., special post allowances; appointment and administration of staff, including proper induction; measures to ensure proper payment of salary and disbursement of reimburseable loan payments for staff assigned to the field). Although the personnel section of the draft Field Administration Handbook is progressing, this project should have been completed several years ago. Owing to staffing constraints the Service also experiences difficulty in maintaining an effective monitoring of the exercise of delegated authority by field missions, including administrative practices, to ensure a correct and consistent application of policies in the field, as well as in ensuring full follow-up to audit observations and drawing and acting on appropriate "lessons learned" and the sharing of best administrative practices.
- Delays in completing the restructuring of the Field Service category, as required to both revitalize the category and meet emerging operational needs. It should be noted that the Office of Internal Oversight Services conducted an audit of the Field Service category in 1998, in which it highlighted a number of priority matters requiring attention.
- Delay in conducting the annual Field Service promotion review.
- Delays in the review and processing of compensation claims of civilian personnel, military observers and civilian police and in following up with the Advisory Board on Compensation Claims in cases of death, disability or loss of personal effects. Such cases can take between six months and more than one year to settle.
- Delays in reviewing organizational structures and job descriptions of established missions, required to reflect changing requirements and operational needs.